

# NYCHA 2.0

## PART 2: FIX TO PRESERVE

ASSURING QUALITY AFFORDABLE HOUSING  
FOR ALL NYCHA RESIDENTS



The City of New York  
Mayor Bill de Blasio



NEW YORK CITY  
HOUSING  
AUTHORITY

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# Overview

# OVERVIEW

- NYCHA has not been adequately funded for decades.
- Despite that, NYCHA recognizes the current situation is untenable, and we must do better.
- We will take short, medium, and long-term actions to improve both the physical conditions for our residents and the accountability of our organization.

# WE'VE ALREADY MADE A POSITIVE DIFFERENCE IN RESIDENTS' DAILY LIVES

## OVER THE PAST TWO YEARS:

### Heating

- Outages decreased by ~half, and restored 80% faster
- 55,000 fewer residents experienced heating outages

	YTD 2016 (10/01/16 - 12/01/16)	YTD 2017 (10/01/17 - 12/01/17)	YTD 2018 (10/01/18 - 12/01/18)
HEAT OUTAGES	611	513	331
RESIDENTS AFFECTED	214,586	250,980	159,313
DEVELOPMENTS AFFECTED	115	153	122
AVG RESTORATION TIME (HRS)	58	62	11

# WE'VE ALREADY MADE A POSITIVE DIFFERENCE IN RESIDENTS' DAILY LIVES

## OVER THE PAST TWO YEARS:

### Roofs

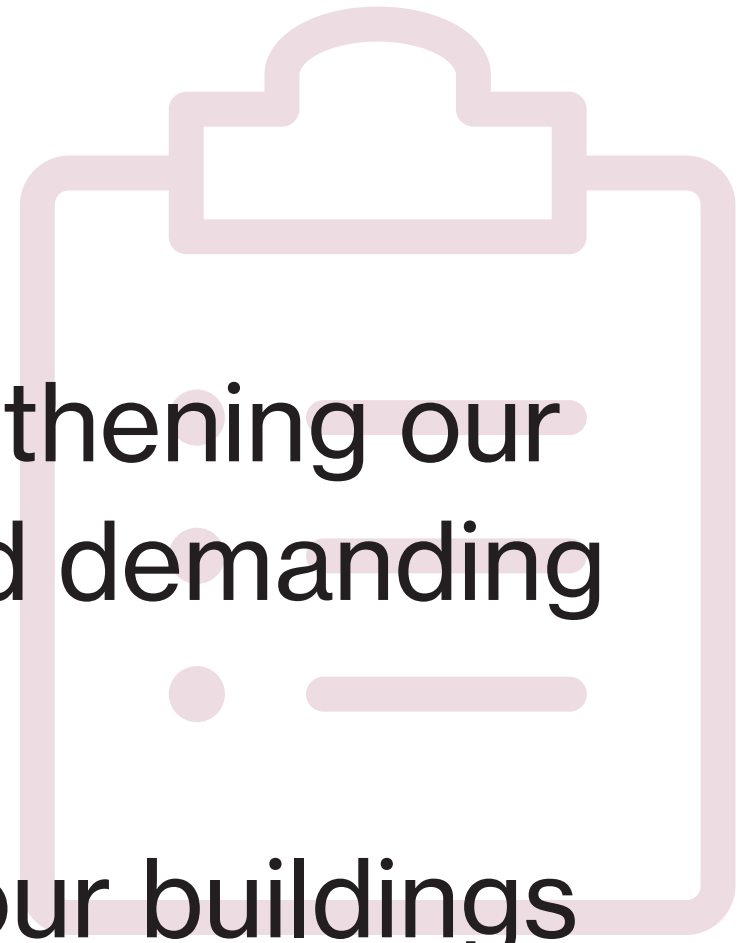
Accelerated by 4 years our plan to bring roofs and facades into a state of good repair

- 23 roofs were repaired in 2018
- 72 roofs have been completed since FY16, impacting ~15,000 residents
- Over 100 roofs/year for the next 5 years



# WHAT'S NEXT: NYCHA IS COMMITTED TO MAKING IMPROVEMENTS IN THREE KEY AREAS:

- 1.** Make ourselves more accountable by strengthening our management and compliance processes and demanding better performance and outcomes
- 2.** Address critical health and safety issues in our buildings
- 3.** Be a better landlord: improve services for residents and maintain a state of good repair



# 1. Organizational and Operational Initiatives

- Organizational Changes and Improvements
- NYCHA-Stat
- Investing in our Workforce

# **NYCHA ORGANIZATIONAL CHANGES**

**NYCHA has established and will create new divisions to create clearer coordination and accountability around Inspection, Remediation, and Compliance functions**

- **Healthy Homes Department**
- **Resident Assistance Unit**
- **Quality Assurance for Operations**
- **Office of the Ombudsman for Mold**

**Added substantial resources, and adopted new policies and procedures**

- **Compliance Department**
- **Internal Audit**

# NYCHA-STAT

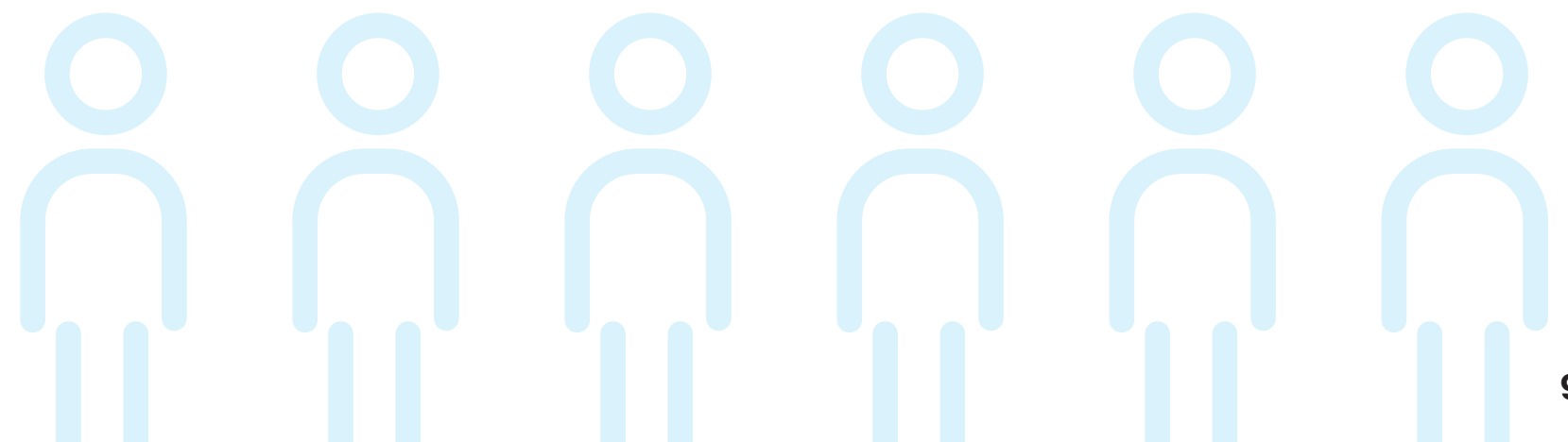
**NYCHA-Stat was re-booted in November 2018**

- **Modeled on CompStat**
- **Centralized review of key performance indicators and development/department level management**
- **Allows NYCHA leadership to hold managers accountable on a monthly basis**
  - **Consistent delivery, performance, and services standards across all developments**
- **Determines where new tools and resources are deployed to address problems as they arise**



# INVESTING IN OUR WORKFORCE

- Targeted training of line-level inspection and maintenance staff:
  - By end of 2019, train 2,500 staff to improve inspection of mold and to investigate building level systems that contribute to mold
  - By Spring of 2019, train all 900 maintenance staff to conduct inspections to identify lead-based paint hazards
  - Compliance Department will develop a framework to assure that all workers will have the necessary certifications to perform their duties
- Launch new training programs for mid-level managers



## 2. Addressing Health & Safety Issues

While we continue to make capital investments in our buildings, NYCHA is conducting a rigorous review of the costs and timelines to comprehensively address the following health and safety issues.

- Elevators
- Heating
- Pests
- Lead
- Mold



# ELEVATORS

- **Within 3 years, 108 elevators will be replaced, serving over 14,500 residents**
- **Within 5 years, 167 additional elevators will be replaced, serving over 33,000 residents<sup>1</sup>**
- **Increasing elevator maintenance staff and enhancing contract capacity for elevator maintenance to improve day-to-day service**

1) With Design Build authority from the State and Federal government, we can accelerate those goals.

# HEATING

- **Continue and accelerate the trend to further decrease outages**
- **5 additional mobile boilers, an increase of 45%, will be available to ensure emergency heat is ready for any outage by 2019**
- **By 2026, NYCHA will replace the 297 worst boilers<sup>1</sup>, providing more reliable heat to over 148,000 residents**
  - **Within 3 years, replace 70 boilers, impacting over 20,000 residents**
  - **Within 5 years, replace 133 boilers, impacting close to 50,000 residents**
- **For outages, all residents will have heat restored within an average of 12 hours by end of 2019**

1) Worst boilers are defined as Level 4 and 5 boilers. Through Section 8 PACT Conversion, more of the Level 4 and 5 boilers will be replaced. In addition, with Design Build authority from the State and Federal government, we can accelerate those goals.



# PESTS

- **Reduce the rat population 25% by end of 2019, and 50% by end of 2020, by:**
  - **Installing door sweeps on all apartments with gaps by end of 2019**
  - **Rat slab installations—33 by end of 2019 and 50 by end of 2020**
  - **20 new in-house exterminators will be hired in 2019**
- **MyNYCHA app now allows residents to create and track work orders for trash and pests**

# LEAD

- **By 2020, NYCHA will XRF test over 135,000 apartments built before 1978 and determine action plans based on testing results**
- **By the middle of 2019, as tests are completed, NYCHA will report each month its list of “Lead Free” units on the NYCHA website**



# MOLD

- **The 2018 Revised Baez Agreement will streamline mold repairs:**
  - Simple repairs within 7 days vs. current 8.8 days
  - Complex repairs within 15 days
  - Achieved by:
    - Training all relevant 2,500 staff by end of 2019
    - Improve communication and notification to tenants starting in 2019
- **Continue and Accelerate Roof Repairs:**
  - By 2019, 104 additional roofs, impacting 15,000 residents
  - By 2026, all roofs across all of NYCHA's developments will be in a state of good repair

# 3. Improving Services and Maintaining a State of Good Repair

- NYCHA Cares Rapid Response Teams
- Weekend Maintenance Blitzes

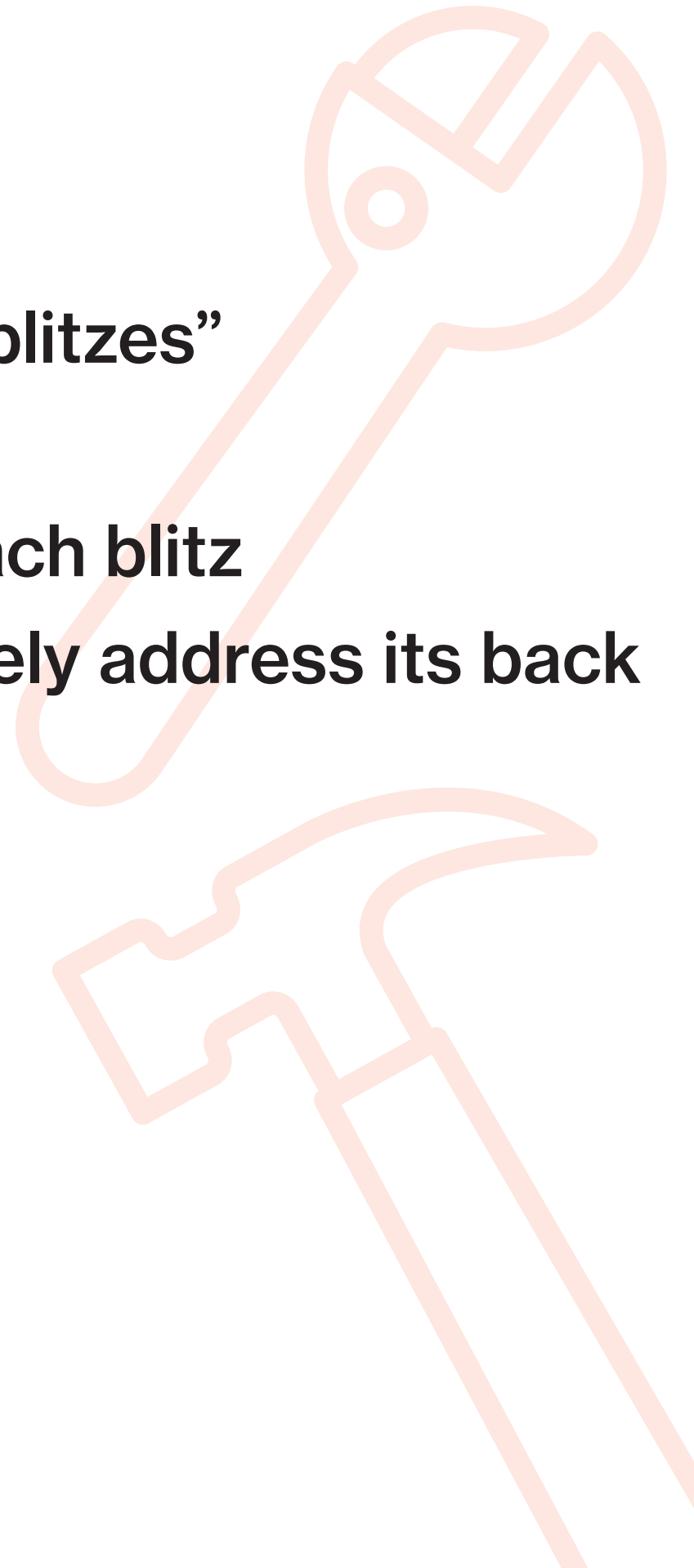


# NYCHA CARES RAPID RESPONSE TEAMS

- **Created dedicated teams of all trade skills, through both internal and third-party vendors, to address back-log work orders**
  - **By 2021, will close out 75,000 back-logged work orders**
- **Teams of workers will be deployed to address multiple work orders in a single unit or development all at the same time, not a work order at a time**

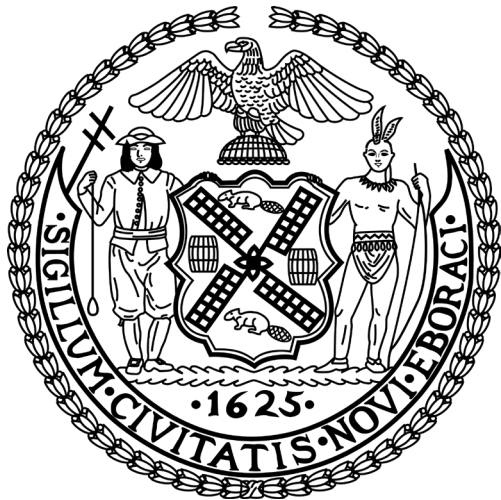
# WEEKEND MAINTENANCE BLITZES

- **Dedicated scheduling for Saturday maintenance “blitzes”**
  - **Launched in December 2018**
  - **Will occur twice a month at 5 developments each blitz**
  - **Will provide better service and more immediately address its back log of maintenance work orders**



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